COMMANDER'S DIGEST

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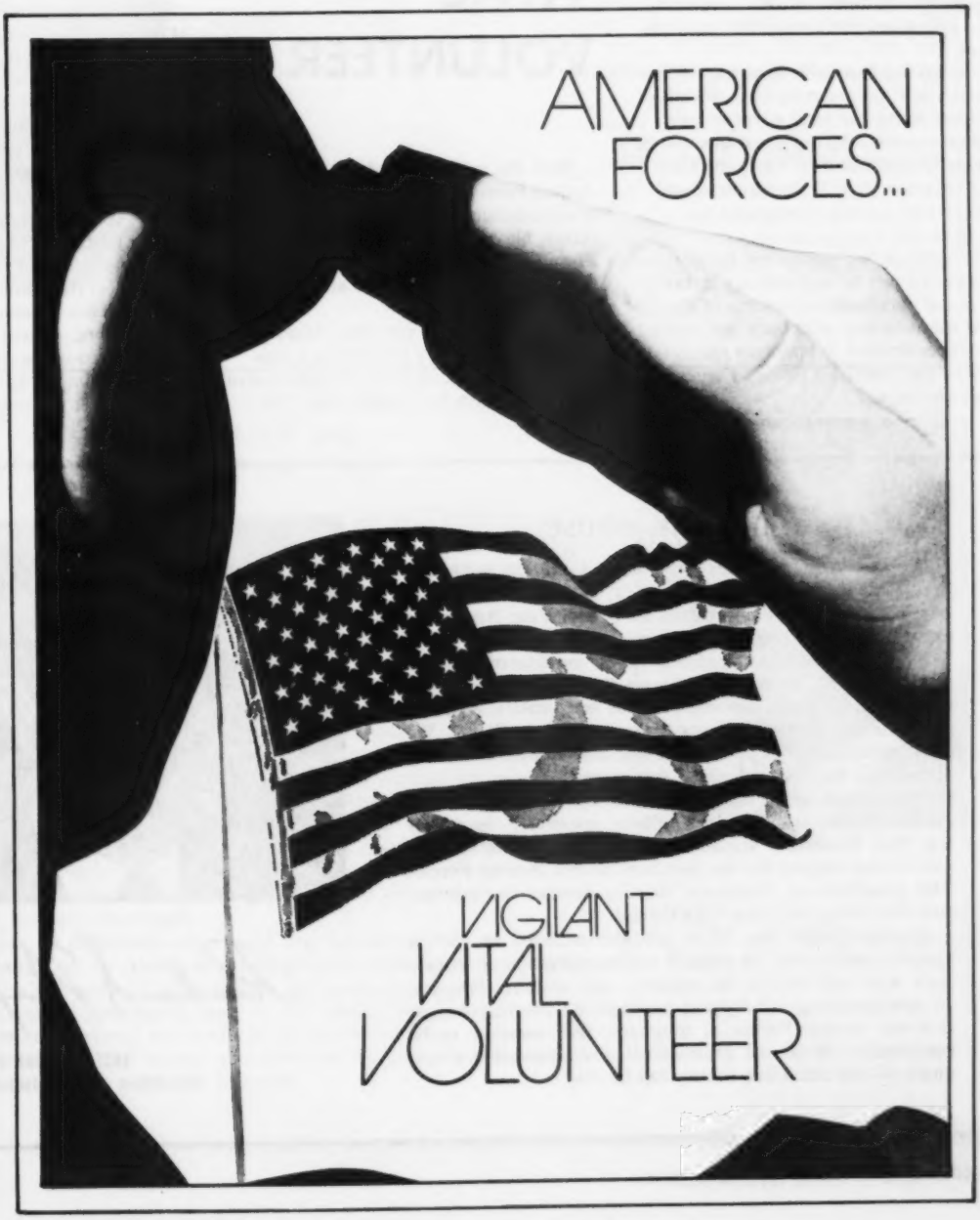
ARMED FORCES DAY, MAY 18



Armed Forces Day will be observed on May 18 this year. It provides an occasion for Americans to become better acquainted with their Armed Forces and to pay tribute to our soldiers, sailors, airmen, marines, and coast guardsmen who are serving their country.

This year's theme is: "American Forces—Vigilant, Vital, Volunteer." It depicts the readiness of today's military men and women in a voluntary environment.

Across the Nation in hundreds of cities, towns and rural communities, officials of Federal, State and local governments, and of various civic organizations will be paying special tribute to the patriotism and devotion of U.S. Servicemen and women now serving throughout the world.

Millions of Americans will be afforded the opportunity to visit military installations and personally view some of the most sophisticated weaponry and equipment ever devised to maintain peace.

How and when did Armed Forces Day come into being?

AMERICAN FORCES . . .

VIGILANT VITAL VOLUNTEER

With the unification of the U.S. Armed Forces in 1947, efforts were made to consolidate the separate observance of Army, Navy, Marine Corps, and Air Force Days which were held on April 6, October 27, November 10, and September 18, respectively.

However, it was not until August 31, 1949, that Secretary of Defense Louis Johnson announced, with the approval of President Harry S. Truman, that "the third Saturday in May is to be designated 'Armed Forces Day'." Then, on February 28, 1950, President Truman issued a Presidential Proclamation proclaiming Saturday, May 20, 1950, as the first Armed Forces Day.

The Armed Forces Chaplains Board presented an Armed Forces Day Prayer for the occasion and special religious ceremonies were held in churches, chapels and synagogues throughout the country.

Although some of the fervor of that first Armed Forces Day may have dissipated as the years rolled by, there is a "feeling" at the present time this Armed Forces Day may regain some of that spirit and momentum.

Next year, three of the military Services—Army, Navy and Marine Corps—will be proudly celebrating their 200th anniversaries.

In 1976, the United States of America will boast her Bicentennial birthdate.

Therefore, Armed Forces Day, May 18, 1974, could be a good way to start the ball rolling in advance for activities planned over the next two years.

THE WHITE HOUSE

On this Armed Forces Day, over 2 million American Servicemen and women stand ready, as always, to defend our freedom. This day provides an occasion for Americans everywhere to pay tribute to them.

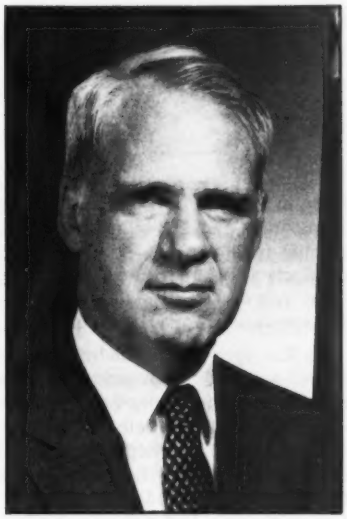
As we begin what promises to be an era of reduced world tensions, we must not forget the contribution which our soldiers, sailors, airmen, marines and coast guardsmen make to the strength and security of the Free World. We must never lose sight of the fact that our continued military strength is the cornerstone of future peace.

Once again, as in the days of George Washington, our Armed Forces are being manned by volunteers. In restoring that honorable tradition we must demonstrate our continuing support for the members of our Armed Forces. The guardians of America's liberties deserve the admiration and respect of those they defend.

Armed Forces Day 1974 provides each of us with a specific opportunity to express our appreciation to America's men and women in uniform, and to their families. In demonstrating our support for them we can help ensure that our Armed Forces of tomorrow will continue to be composed of dedicated, professional, and courageous young citizens—the finest our society has to offer.

Richard Nixon

RICHARD NIXON
President of the United States



SECRETARY OF DEFENSE

Armed Forces Day is the time set aside to honor the men and women of our Armed Forces. Americans have every right to be proud of them. Their dedication to duty, to country, and to the maintenance of high standards of preparedness continue to insure our nation's freedom and security. A grateful nation takes this opportunity to pay tribute to the personal sacrifices which men and women in uniform continue to make in the line of service.

Armed Forces Day also is a time to reflect on the necessity for vigilance, readiness and strength in maintaining peace. Let us recommit ourselves to the wholehearted support of a strong Army, Navy, Air Force, Marine Corps, and the Coast Guard which continue to be essential to the security of our great nation.

James R. Schlesinger

Secretary of Defense
JAMES R. SCHLESINGER

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

I am once again very proud—on this Armed Forces Day 1974—to report to the American people that the men and women of the Army, Navy, Air Force, Marine Corps and Coast Guard are prepared in their service to ensure the defense and well-being of our great Nation.

Their splendid performance in this service to the United States should also be the source of great pride to their fellow Americans. Their contribution is one of collective dedication and in no small measure one of individual personal sacrifice. It is a contribution which is all the more meaningful because it is one which is rendered—not in pursuit of national gain or aggrandizement—but toward achieving America's hopes for a world at peace.

The fabric in which these hopes for peace are interwoven has been tested in the past year, yet the fabric retains its resiliency. The detente for which our country so assiduously is working lends added emphasis to measures which must succeed if confrontation and war are to be avoided. But detente and the attendant diplomatic efforts which frame this Nation's search for peace must be underscored by the American people's understanding that peace in a world of conflicting national interests requires strength in resolve and strength to protect our freedoms if they are challenged.

During this time of diplomatic adjustment and accommodation between nations, it is important for the American people to demonstrate their understanding of the complexities involved in attainment and assurance of peace. I believe it is also important and appropriate that on this Armed Forces Day 1974 the American people acknowledge and applaud the professionalism, vigilance and vitality of our Servicemen and women who volunteer by their duty the strength so essential to guaranteeing peace for America.

T. H. Moorer

T. H. MOORER
Admiral, U.S. Navy

U.S. ARMY REPORT

Today's Army is a vigilant, vital, volunteer member of the national defense team.

Despite the reduction in its total strength, the Army still has a global mission, mainly concentrated in Europe and Asia. It maintains 13 1/3 active Army divisions, eight Army National Guard divisions, and 12 Army Reserve training divisions. Concurrently, under the security assistance program, the Army helps our allies and friendly foreign countries to attain adequate military capabilities to defend their freedom. In addition, because of its versatility and people with special skills, the Army is called upon to assist local communities in community service activities and to aid in disaster relief. Perhaps no other agency is called upon for this type of assistance more often than the Army National Guard because of its traditional role as an integral part of the community and its dual Federal/State role.

Deployed Forces

The deployment of Army forces overseas is vital for peace, serving as a deterrent to aggression. The United States Army Europe is the most visible Army force in the field today. As an example of mobility and flexibility in maintaining combat readiness, the Army each year conducts a Reforger Exercise, in accordance with our North Atlantic Treaty Organization (NATO) commitment.

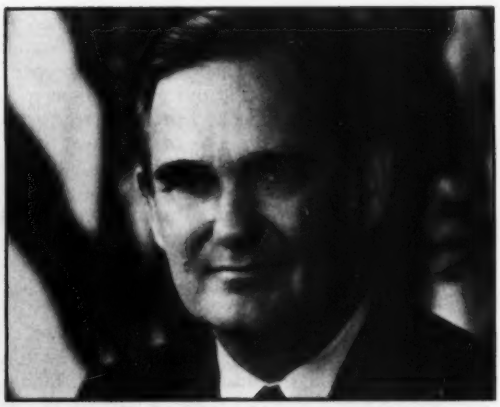
In Reforger V, the 1st Infantry Division (MECH), together with eight nondivisional units, deployed to Europe in September to participate in the 1973 exercise. The deployment of such forces demonstrates the capability of the United States to send major combat forces overseas and provides the opportunity for combined arms training in the European environment.

SECRETARY OF THE ARMY

As we celebrate this Armed Forces Day, I want to take a moment to thank you for providing the visible proof that the volunteer Army is working. With your support, the Army was able to make a smooth transition from a draft-era Army to today's volunteer force—while at the same time, increasing our combat and mission effectiveness.

The readiness of the Army has progressed at a rapid pace during the past few months. This is due largely to the increased emphasis in the areas of leadership development, professional training, educational opportunities, job satisfaction and career management. As a result, discipline is better, morale is better, training is better. Today's Army is truly more people-oriented than it has ever been before.

I am proud of the progress we have made in attracting quality people to our volunteer Army—one of the Nation's vigilant and vital forces for peace and freedom. Let us rededicate our efforts to sustain the volunteer Army in the years to come. That will be my goal, and I hope it will be yours, too.



Bo Calloway

HOWARD H. CALLAWAY
Secretary of the Army

The United States Army Pacific maintains vigilance in that area of the world. Its responsibilities include a widespread area with troops in Thailand, Japan and Okinawa, Korea, and Hawaii.

Stationed in Korea through three years of war and 20 years of peace, Eighth Army soldiers have served with distinction in helping to maintain the security of the Republic of Korea. The two-decade vigil has forged a stronger South Korea and provides evidence of our Nation's determination to honor its commitments and to play an active role in deterring aggression. Today, in the Eighth Army, training is its most important peacetime function, the means by which combat readiness is maintained.

Army Reorganization

Significant changes have occurred within the Army since the end of involvement in the Vietnam war. Preparing for an era of smaller active forces, higher costs, and zero draft, the Army underwent a major reorganization within the Continental United States.

The Army reorganization was aimed at insuring the highest possible degree of combat readiness for the active Army, Army National Guard, and Army Reserve. One of the most sweeping changes was the splitting of the old Continental Army Command into two new sister commands: Army Forces Command (FORSCOM) and the Army Training and Doctrine Command (TRADOC). (In the process, the Combat Developments Command and the Third Army were disestablished.)

Forces Command

The primary mission of FORSCOM is to insure that all deployable units of the

Members of the 1st Infantry Division, Ft. Riley, Kansas, make a final check on a M-109 self-propelled 155mm howitzer after arrival in the Federal Republic of Germany from the United States in support of combat exercises there.

UNITED STATES ARMY

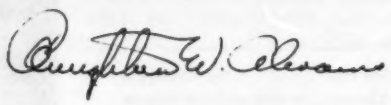
CHIEF OF STAFF

For nearly 200 years, the Army has served the Nation as a vigilant and vital force, protecting our freedom and security. The strength and accomplishments of the Army over the years are due primarily to its soldiers—those who proudly wear our Country's uniform. Armed Forces Day 1974 affords Americans an opportunity to honor these men and women for their skill, will, and devotion.

The Army has always put the mission—security of the country—first. This unwavering concern has been fostered by generations of strong leadership throughout the Army. The result is what you see today: a lean and effective fighting force manned by volunteers who willingly contribute to the readiness of the Army.

Army readiness is a condition demanded not only of the Active Forces, but also of the Reserve Components —the Army National Guard and the Army Reserve—on which we increasingly depend. When and if a major emergency arises, all will have to be ready.

I am proud to serve with the men and women of the United States Army and take great pride in saluting them for their courage and dedication. It is their spirit of readiness that provides the strength necessary to keep America strong and free.



CREIGHTON W. ABRAMS
General

active Army, the Army National Guard and the Army Reserve are maintained at the highest level of readiness. For the first time in history, the Army now has a major command concentrating on one mission: combat readiness.

FORSCOM, located at Fort McPherson, Georgia, commands three continental armies, two Army corps, and seven active divisions.

FORSCOM also commands an infantry brigade and an armored cavalry regiment, and smaller units in the Strategic Army Forces. Additionally, FORSCOM commands the Army Reserve and supervises the training of the Army National Guard.

Reinforcing the active Army forces are 8 divisions and 18 brigades of the Army National Guard, plus 12 training divisions and 3 brigades of the Army Reserve. Guard and Reserve forces comprise about three-fourths of FORSCOM's total strength.

Nine Army Readiness Regions assist the three continental armies in their task of maintaining Reserve component readiness. They have the sole missions of monitoring, assisting, and becoming directly involved in training and all other aspects of Reserve component readiness. This is the Total Force policy which requires the Reserve component elements of the defense team to be ready for effective action in any emergency that requires augmentation of the active Army.

Training and Doctrine Command

TRADOC, located at Fort Monroe, Virginia, is charged with the direction of all individual schooling and training, the development of combat organizations and better ways to use them, and the management of the Reserve Officers Training Corps (ROTC) program.

TRADOC merged most of the former branch-oriented agencies of the former Combat Developments Command with their associated branch schools. The combination of experience found in the schools with the talent of those responsible for organization, materiel requirements, and doctrine is an advantage over the previous system. Under TRADOC supervision, more than 500,000 students each year receive schooling ranging from basic training to command and general staff and higher education.

TRADOC is the Army's principal combat developer and guides, coordinates and integrates the total combat development effort of the Army. TRADOC identifies and develops operational requirements needed by the Army. These operational requirements are provided to the Army Materiel Command (AMC). AMC designs and procures equipment to meet the operational requirements and TRADOC trains the men who will use it. FORSCOM molds the personnel, equipment, and doctrine into a combat-ready unit.

The reorganization did not greatly affect AMC. It retained its mission of design, development, procurement, distribution, and support of modern equipment for the Army. The organizational changes which did take place were designed to improve AMC's efficiency to perform the mission of Army logistician.

Health Services Command

The third new major command created in the reorganization is the Health Services Command at Fort Sam Houston, Texas. It provides a single manager for Army medical activities in the United States. All medical service schools and the Medical Training Center merged into an Academy of Health Services under the Health Services Command.

Volunteer Army

Another major highlight was the successful changeover to the volunteer Army. Its mission completed, the Office of the Special Assistant for the Modern Volunteer Army was disestablished in June 1972. The Deputy Chief of Staff for Personnel was designated to conclude the evaluation of the program and integrate concepts and principles into normal staff practices. The Army officially began operating as a volunteer force in July 1973, although it had not relied upon the draft since January 1973. Thus ended the conscription that had lasted (with the exception of a 15-month period following World War II) for almost 30 years.

The Army has been working hard at making military service attractive, especially to the high school graduate as a potential enlistee. Many enlistees have found that service to their country is a meaningful part of their life and not an interruption.

Programs to attract and retain highly qualified and talented personnel are among the highest priorities in the Army today. A number of enlistment and

reenlistment options are open. The unit of choice and special unit enlistment options guarantee an individual 16 months in the unit of his choice in the Continental United States in a combat or noncombat skill. Station of choice enlistment and reenlistment options guarantees an individual 12 months at the station of his choice.

The two-year enlistment option has been modified to permit high quality personnel to enlist either for certain overseas assignments or for one of a number of specified skills. And last year, a new junior college program was implemented to increase the number of accessions from the community junior college market. Also, an expanded lateral entry program began, designed to take advantage of an individual's civilian skills by guaranteeing him an accelerated promotion based on his experience and demonstrated performance.

Women are volunteering for service at ever increasing numbers and plans call for increasing authorization of enlisted Women's Army Corps (WAC) personnel from about 23,000 at the end of FY 74 to 50,000 in FY 79.

In the reenlistment area, the FY 73 results were excellent. The objective of 46,500 was exceeded by approximately 700. The Army has raised its standards, established controls to insure only high quality personnel are allowed to reenlist, and channeled soldiers to shortage skills where they can be employed effectively.

Improving Professionalism

A number of programs have been instituted to enhance professionalism and to make the Army a more satisfying and more meaningful experience. To make training more meaningful and challenging, training management has been delegated to the battalion and separate company commanders who are more directly involved in the day-to-day training of their troops. Soldiers continue to be relieved of those tasks that do not relate to readiness training, so that they may train full strength. Training programs continue to be improved by requiring trainees to pass more exhaustive tests which emphasize actual performance rather than traditional classroom procedures.

The Army's variety of educational programs enhances professionalism. Besides the Noncommissioned Officer Education System, the Army education services plan has been developed. It is designed to allow every soldier to obtain, as a minimum, high school equivalency if he is not a high school graduate. Vocational, technical, or collegiate training/education programs are available to high school graduates. The purpose is to integrate the educational development of the soldier into his overall training.

Personnel Management

The Personnel Management Systems, both officer and enlisted, continue to receive attention. Changed is the concept of officer professional utilization to reflect a need for increased specialization.

In the future, all officers will be required to develop a second specialty in their field grade years. The Enlisted Personnel Management Study is designed to streamline and make more effective the management of the enlisted force structure by consolidating military occupation specialties (MOS) and more closely defining avenues of progression up the career ladder.

Improving Army Life

Faced with the long-term prospect of maintaining a tailored force through volunteer recruitment, the Army has responded by providing greater attention to soldier-oriented programs. Also, more emphasis is being placed on providing officers and noncommissioned officers with the most current leadership techniques and skills, and designing educational progress which will enhance their personal and professional growth and development.

At the same time, the Army is making progress in improving the living environment of all members. While plans involve both married and bachelor soldiers, particular emphasis is being placed on the improvements of troop barracks. New construction and rehabilitation of existing barracks is being accomplished with recognition of the individual's need for personal privacy and security.

Race Relations

The Army continues positive measures to eliminate discrimination within its ranks and to insure equal opportunity to every soldier. These include efforts to improve and maintain racial harmony. If the Army is to be successful in its mission, racial tensions and the pressures they cause must be relieved.

The Army's efforts in this direction have met with encouraging success. Career advancement for minority officers, for example, has become more evident. There are 12 black generals in the active Army, two in the Army Reserve, and one in the Army National Guard. There were 121 minority plebe cadets enrolled at the United States Military Academy as of last September.

Minority group representation is now required on all enlisted selection boards. Also, a program to insure greater numbers of minority enlisted personnel in hard-skill occupational specialties is underway. Such actions demonstrate the Army's determination to assure fairness and impartiality in assignments and promotions and to give every soldier

Soldiers from the 187th Infantry Brigade show a spirit of enthusiasm for their outfit and the training they received during a field training exercise at Fort Campbell, Kentucky.

an equal opportunity to serve his country with pride and dignity.

While the reorganization of the Army and the attainment of an All Volunteer Force highlighted the events of the past year, there were other achievements which deserve recognition.

The Environment

As a major segment of our society, the Army is ever conscious of the serious dangers to the quality of the Nation's physical environment and is actively involved in improving its state. The Corps of Army Engineers, for instance, has a fundamental role in preserving areas of natural beauty and protecting the Nation's natural resources. The corps employs more than 100 landscape architects in civil works and military construction. It also employs scores of biologists, ecologists, foresters, and other specialists in environmental fields.

Today, the corps has more than 4,000 civil works projects either completed or under construction. They include multipurpose dams, navigation projects, structures for shore erosion control, and local flood control projects. Although one billion dollars worth of damage occurred in the Mississippi Valley during the spring floods of 1973 with a partially-completed flood control system in place, the damage would have exceeded $15 billion without the system in this one flood alone.

Looking ahead, Army Engineers are now moving toward applying space technology to some down-to-earth problems. Studies are underway to evaluate satellite-borne sensors as sources of data for master planning, environmental monitoring, and land management at military installations and for the development and management of the Nation's water resources. This effort by Army Engineers is being closely coordinated with related work by the National Aeronautics and Space Administration (NASA) and other Federal agencies.

Reserve components are also involved in ecology projects. The National Guard, for instance, has been the focal point within the Department of Defense for assistance to the U.S. Environmental Protection Agency in a nationwide water sampling effort. The continuing project is an intensive study of some 1,100 lakes throughout the country in an effort to assist States in pinpointing water bodies most in danger of pollution damage.

Health Care

The past year has been a challenging one for the Army Medical Department. The termination of the draft has required an even more concerted effort to procure, retain, and better use those health professionals needed to provide quality health care. It is expected, however, that the shortage of medical officers will be offset to a considerable extent by the output from the Armed Forces Health Professions Scholarship Program.

Programs started over the past several years to improve use of available manpower such as the physicians' assistant, nurse clinician, and dental therapy assistant programs are having a positive effect. The availability of these "new" health professionals has helped to maintain the quality of care while freeing the physician and dentist to allot their time to patients requiring their special skills.

The Army physicians' assistant program graduated its first class of 52 on August 10, 1973. Thirty-six of the newly appointed warrant officers were assigned to divisional units in the Continental United States, Hawaii, and Korea, while 16 were assigned to clinics in Army medical facilities in the United States.

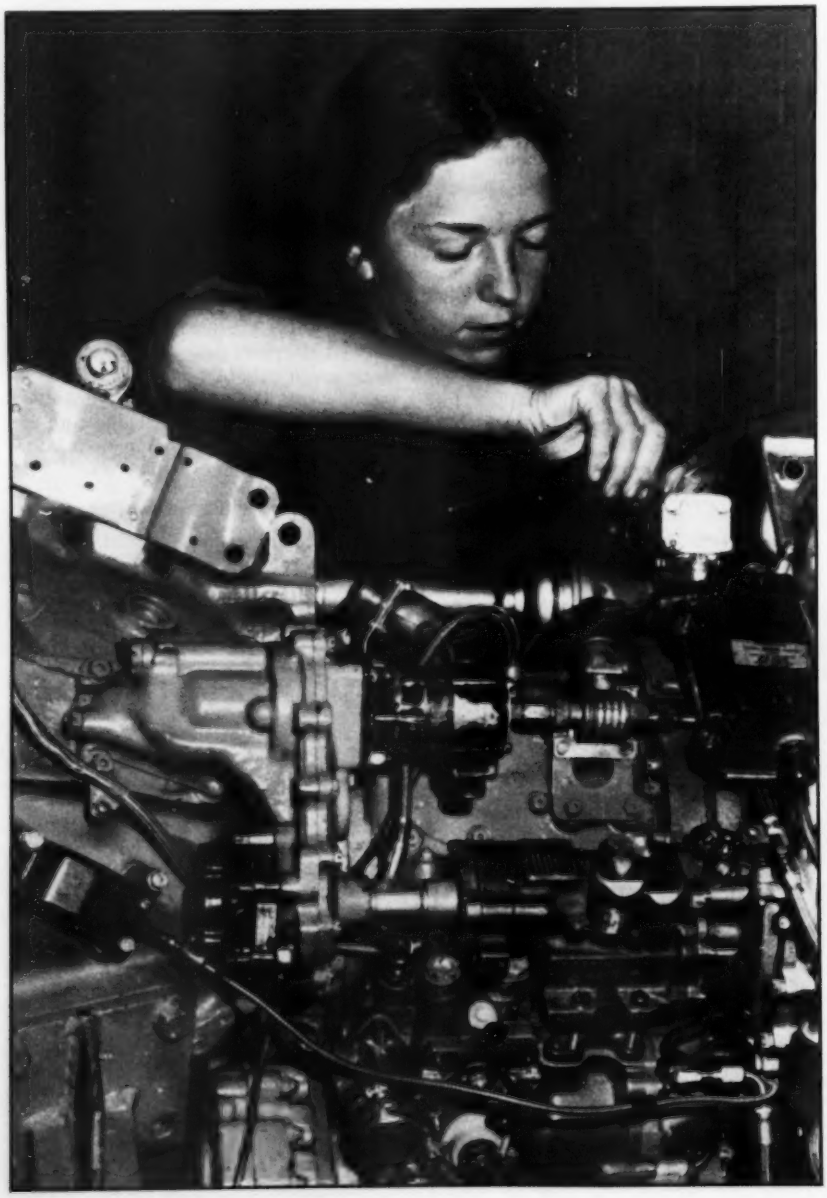
The Environmental Health Sciences and Engineering Education Program is new. It offers qualified enlisted men and women up to four years of college training, culminating in the award of baccalaureate degree in environmental science or environmental engineering. Graduates are offered commissions in the Medical Services Corps.

Conservation of Energy

The efficient management of energy resources is one of the most important

functions of the Army. Due to the growing scarcity of energy resources, the Army has taken aggressive action to revitalize energy conservation programs. Current conservation goals require a fuel saving of 15 percent from FY 73 consumption for fuels used in mobile/equipment operations; 15 percent for fuels used in residential heating and industrial manufacturing; and 25 percent for heating fuels used in administrative space heating.

The savings will be met with minimum impairment of combat readiness and continuation of essential training. Some training exercises have been cancelled and others are being reviewed for curtailment or combining to maximize energy conservation.



Army Pvt. Linda K. Plock works on a jet engine during her training at the Fort Rucker, Alabama, aviation maintenance training school. Pvt. Plock was the first woman to attend the aviation maintenance school.

The Future

The one thing anyone can be sure of about the future is that it will be different. Rapid political, economic, social and technological change is certain. The world in which the Army must operate is changing. But the Army's basic role will continue to be that of protecting the national interests in war or peace.

To maintain the high state of combat readiness necessary to perform its mission in the future, the Army must continue to pursue these objectives:

- Improved readiness, obtained by a higher manning in combat units, increased firepower, better communications, streamlining of headquarters and organizations, realistic training, and improved reliability.
- Modernization of weapons systems and equipment with major emphasis on continuing to improve our tank, anti-tank and night fighting capabilities. Included are the "big five": the surface-to-air missile development (SAM-D), advanced attack helicopter (AAH), utility tactical transport aircraft system (UTTAS), battle tank (XM-1), and mechanized infantry combat vehicle (MICV).
- Attraction and retention of a highly motivated, high quality, disciplined, professional Army.

These goals will insure the continuation of the Army as a vigilant, vital, volunteer force. There must be no question of its professionalism or of its readiness to act in the Nation's behalf.

The keystone of the Army's strength is the soldier. That is why he is called the Army's most important resource. All of the changes made in the Army are to make him a highly qualified, properly trained and motivated soldier, which, in the final analysis, is the measured strength of the United States Army and the overwhelming influence of its ability to protect the Nation.

U.S. NAVY REPORT

A smaller Navy? Yes. But with an increasing emphasis on quality. This is the direction in which the Navy is headed.

During these times of tight budgets and an All Volunteer Force, perhaps the most challenging task facing the U.S. Navy is "telling it like it is"—both to its own people, including Naval Reservists, and to the American public. All of us must ensure that our active duty and Reserve personnel as well as the external public are informed concerning our present and future roles.

For the Navy, as for many large civilian organizations, this challenge seems considerable. Today's youth have an increasing desire to control their own lives and destinies. They no longer accept things without question: authority needs more and more to be coupled with respect and ability. There is no draft to ensure service strength or to encourage young people to join the Reserves. Leaders must be strong and responsive to the changing needs and life styles of the men and women who must follow them.

Leadership

With this mandatory emphasis on modern leadership, the Navy has moved ahead rapidly to meet the challenge and accomplish its primary mission—safeguarding the sealanes which are the lifelines of this Nation and its allies.

Obtaining and retaining quality personnel! These are the keys. And the Navy has developed its Human Goals Program to try to meet these needs. Its main ingredients are:

- To attract people with ability, dedication and the capacity for growth.
- To provide a path for the individual's growth, limited only by his or her talent, desire and diligence.

SECRETARY OF THE NAVY

As our Nation celebrates Armed Forces Day on May 18, the American people can look back with pride upon the year that has just passed. Last year at this time we were thankful for the return of our prisoners of war and the end of American involvement in Vietnam. This Armed Forces Day we have just completed the first full year in more than a decade during which no American military personnel have been involved in combat anywhere in the world. We have, in other words, truly fulfilled our primary mission. That mission remains what it has always been for the American Armed Forces: to deter war through strength and readiness and to protect vital United States interests abroad.

The United States Navy and Marine Corps have always been proud to provide the sea power team which is so essential to accomplishing that mission. Together with our sister Services, our vigilant, vital, all-volunteer Navy and Marine Corps are proud to serve the American people.

Today I welcome the opportunity to join the American civilian community in honoring all of our men and women in uniform.

John W. Warner

JOHN W. WARNER
Secretary of the Navy

- To make the Navy a model of equal opportunity for all and to ensure that those who conduct business with the Navy are also held in compliance with this policy.
- To assist Navy people who are completing their careers in preparing for civilian life.

Simply put, the Navy wants always to treat its people . . . with dignity, respect and understanding.

Much is being done toward these goals. There are more than 200 innovative directives in effect, ranging from new dress standards to the elimination of certain "mickey mouse" regulations, to the establishment of Naval Reserve Officer Training Corps (NROTC) units at predominantly black colleges and universities. We have also established accessible lines of communication up and down in the chain of command.

Positive Actions

Some of the actions we are taking to carry out this program are:

- Emphasizing higher quality in recruiting—both in recruiters and recruits.
- Pursuing a renewed and vigorous internal relations program.
- Conducting courses and seminars at various levels of management training.
- Planning for institutionalizing race relations training and education.
- Improving habitability standards for all Navy ships and shore stations.
- Instituting a program to reduce separation time of Navy men and their families through overseas homeporting.
- Opening of many rates and specialties to women, including aviation and some shipboard duty.
- Emphasizing leadership training to promote better understanding among people, more self-discipline, and increased tolerance.
- Streamlining commands and activities by consolidation of some and elimination of others.
- Planning and constructing new types of ships designed for our modern and future needs as well as modifying some modes of operation in order to become more efficient.

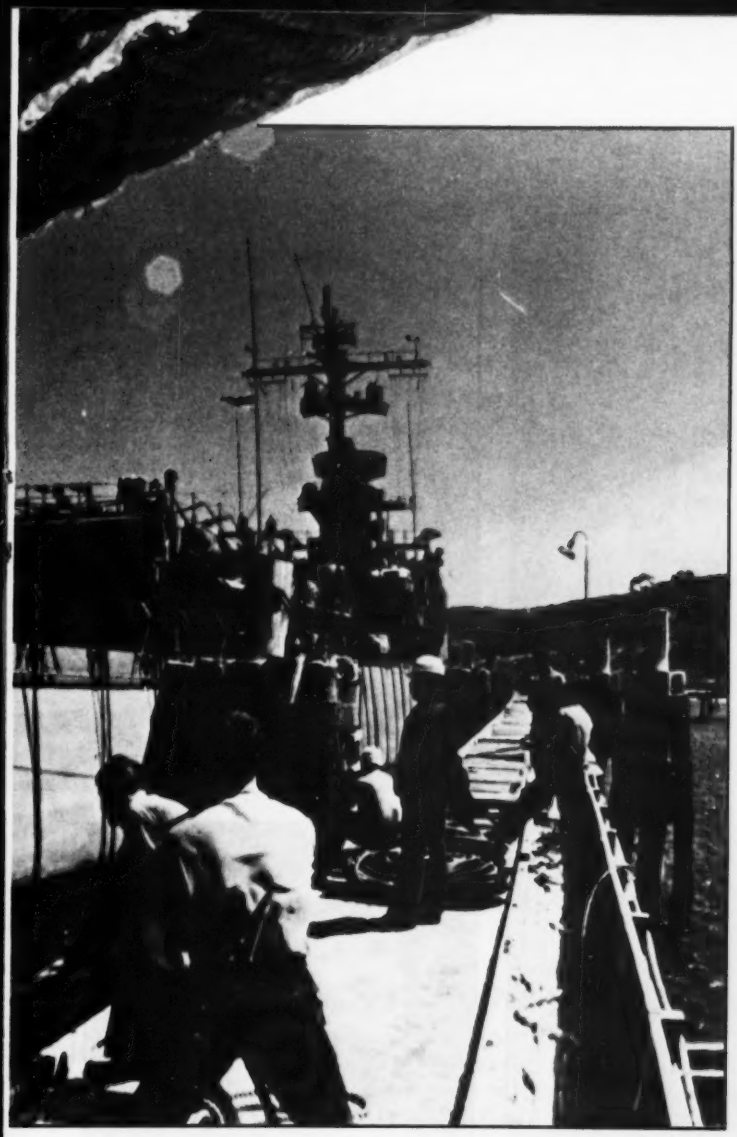
- Expanding all forms of educational and professional training opportunities.

Other Programs

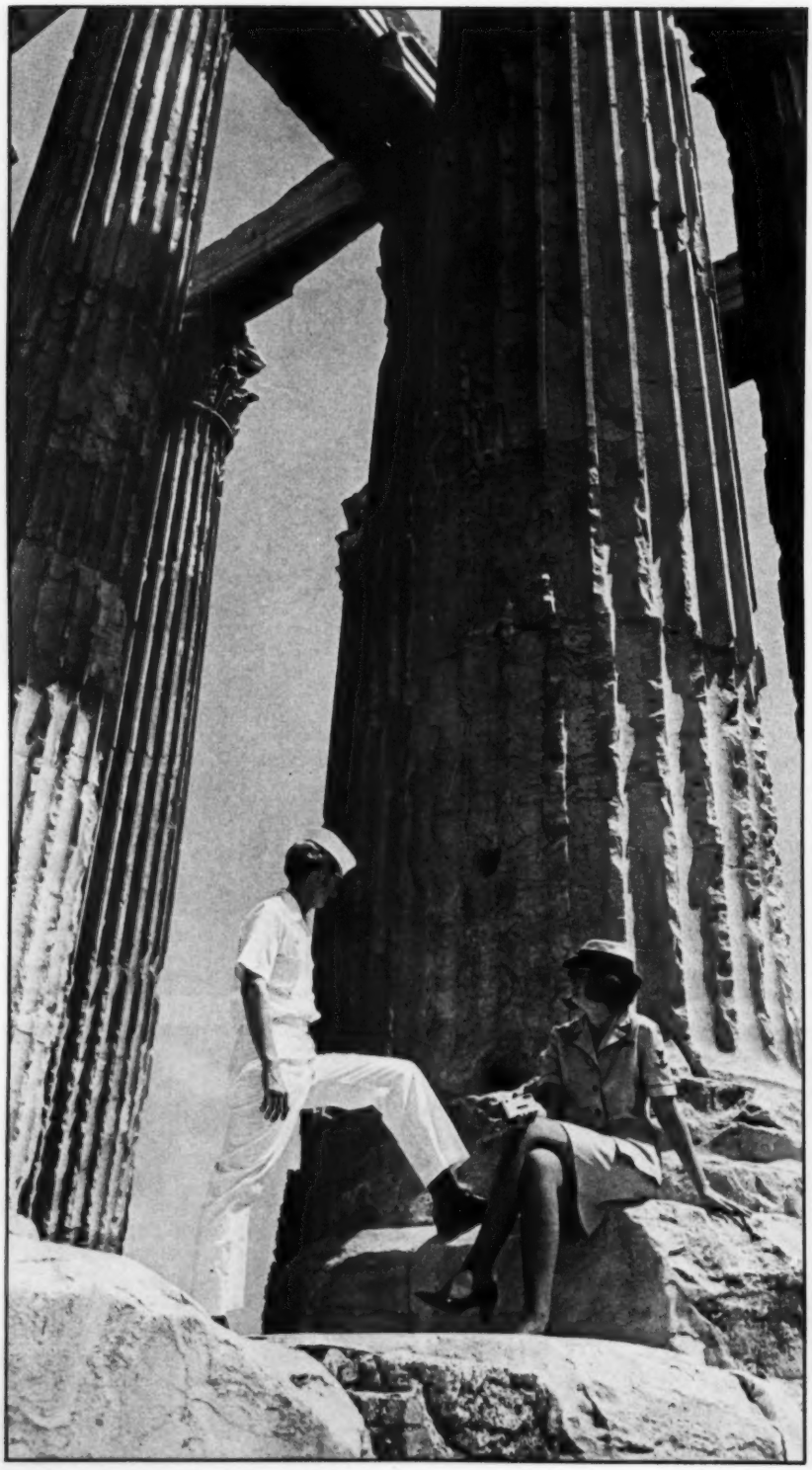
These and many other programs are designed to make the Navy a better place to live and work. They are also designed to make the modern Navy that much more efficient in carrying out its assigned missions.

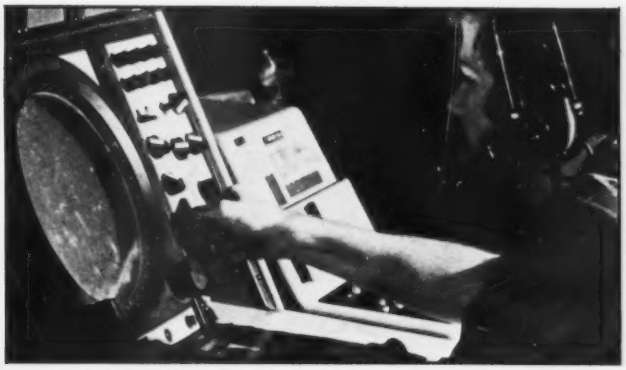
The Navy, of course, is composed of men and women from society at large and, as such, is simply a reflection of that society. As society is rapidly changing, so must the Navy. While it is much more difficult for an institution to change than it is for an individual, the Navy recognizes the problems and is making progress. The constructive changes begun in the past few years will shape the Navy of the last quarter of this century. They are designed to take the Navy into the future with an ability to meet its responsibilities. And to do so with its people and its leadership enlightened to recognize and cope with the increasing demands placed upon them.

A popular recruiting slogan has said "The Navy's Not Just Sayin' It, We're Doin' It." For proof, just look at the highly professional persons in the Navy and Naval Reserve today; all volunteers who are the backbone of this great seagoing service.



Above, the escort ship USS Albert David is wrapped with electrical cables around the entire hull for the purpose of removing the magnetism from the ship at the U.S. Naval Degaussing Station, San Diego, California. At right, A-6A Intruder attack aircraft and F-4 Phantom II fighter aircraft return to the attack aircraft carrier USS Franklin D. Roosevelt following a simulated mission at the Atlantic Fleet Weapons Range. Quartermaster Third Class T. C. Santoyo, top right, uses a drafting machine on board the USS DeHaven.





Two Navy personnel (far left) visit the ancient ruins at the Acropolis in Athens, Greece. The crew of the escort ship USS Koelsch (center left) stand watch on the bridge as the ship performs a mission in the Atlantic Ocean. At lower left, Hospitalman Elena J. Peckenpaugh advances on a simulated fire during a training session at the Navy firefighting school. Hospitalman Peckenpaugh was a member of the first team of women in the Navy assigned to the school. She was later assigned to the hospital ship USS Sanctuary. Above, a radioman mans his duty station on board the amphibious command ship USS Blue Ridge.

CHIEF OF NAVAL OPERATIONS

On this Armed Forces Day 1974, the Navy-Marine Corps team can look back on 199 years of proud and successful service to our Nation; of helping to earn its independence, fighting to maintain its freedom and that of its allies, and maintaining a position of strength from which peace may be assured.

But we cannot afford to spend a great deal of time looking back. The pressing demands of the present and future security of the Free World will not permit us that luxury.

We are involved, today, in the familiar post-war cycle of fleet reconstruction, retraining and preparation for whatever tasks may be ahead. Those tasks will require renewed dedication of purpose from all Navy and Marine Corps men and women, the best-trained team we have ever seen. I remain confident of our ability to fulfill our assigned missions with courage, distinction and dispatch.

E. R. ZUMWALT JR.
Admiral

New career fields—including helicopter maintenance (top)—are now open to Air Force women. The F-15 Eagle (center), the Air Force's air superiority fighter is scheduled for the inventory this year. An Air Force welder repairs an F-4 center line tank dolly (left). At right, an Air Force OV-10 aircraft lands at Uborn Royal Thai Air Force Base, Thailand.

Both the Secretary of the Air Force and the Air Force Chief of Staff have been emphasizing in their talks to groups inside and outside the Air Force the importance of gaining better public understanding of the vital need for maintaining strong military forces to deter war.

They are supporting Secretary of Defense Schlesinger's view that "more important than any weapon system, more important than any specific defense issue, is a renewed sense of national cohesion and purpose."

Secretary of the Air Force John L. McLucas says:

"The public has to have a balanced perspective about where defense fits into today's world, about where we're going, about the problems we face, and what we're going to do about them. Many of the things the public thinks it knows about defense just aren't true. So the problem we face is to correct those misinterpretations of events and to correct those gaps in their knowledge—to bring them up to date, to let them know that the situation has changed. In my speeches recently I've tried to address these matters. But more of us have to help explain them."

"I believe that most of us in the Air Force have had a tendency to assume that our fellow Americans understand our mission well enough. I'm now convinced that they don't know as much as they should about why an Air Force is needed—and what it does and what it can do if called upon. I believe that we in the Air Force have an obligation to speak to the American people about our business. I intend to fulfill that obligation, and I need your help.

"The unique capabilities of airpower and the basic principles governing its proper use have to be more thoroughly understood by Americans in general. What the Air Force contributes to our country during peacetime; how we help deter war; and what we are doing and plan to do should be widely known. Plenty of examples are available."

National Security Act of 1947

Under the National Security Act of 1947, the Air Force was established as

U.S. AIR FORCE REPORT

THE SECRETARY OF THE AIR FORCE

As our Nation pays tribute to the men and women of the Air Force and its sister Services on Armed Forces Day, I am hopeful that the important tasks and fine performance of our men and women will be remembered.

It is right that your commitment to public service be recognized. You frequently must make sacrifices and adjust to rapid and difficult change. Yet you, with your families, accept these challenges as part of being dedicated to the military profession and the Nation.

I am proud of the Air Force's role and of your individual contributions in the Nation's effort to achieve a durable peace.

John L. McLucas

JOHN L. McLUCAS
Secretary of the Air Force

a separate Service to be "organized, trained, and equipped primarily for prompt and sustained offensive and defensive air operations."

For more than 26 years, the Air Force has successfully accomplished its mission. The task has grown extremely difficult in recent years due to the rapidly changing international situation coupled with severe cutbacks in resources.

Air Force personnel strength has steadily decreased from more than 905,000 members at the peak of the Southeast Asia conflict to about 678,000 in December 1973. Even more personnel losses are projected in the near future and some Air Force installations are being closed both at home and abroad.

Meanwhile, the number of aircraft in the Air Force inventory has also decreased as force levels were reduced.

The Air Force will accomplish its mission through a combination of careful planning, effective utilization of new technology, and continued dedication by all personnel.

Force Modernization

Despite the large cuts in aircraft and personnel, the Air Force is moving ahead with its forces modernization program. This is occurring in several areas simultaneously.

For example, the newer Minuteman II and Minuteman III intercontinental ballistic missile systems have largely replaced the older Minuteman I. The advanced Minuteman III missiles carry multiple warheads capable of striking separate targets.

The B-1 intercontinental strategic bomber is scheduled to fly within the next year or two. Eventually it will replace a portion of the aging B-52 force. When operational, it will serve as a vital element of America's deterrent posture for years to come. Along with the Minuteman and Titan II intercontinental ballistic missile systems and the Navy's sea-launched ballistic missile system, the B-1 will form an integral part of the strategic mixed force known as Triad.

The F-15 Eagle, a high performance fighter, is expected to insure air superiority against any enemy aircraft in the foreseeable future. It is specifically designed for high maneuverability and will soon join the Tactical Air Command inventory.

The airborne warning and control system (AWACS) is currently undergoing a comprehensive testing program before entering the Air Force operational inventory in 1976. The AWACS will provide both airborne surveillance and command, control and communication functions.

Also, the Tactical Air Command will soon test the A-10—the first Air Force aircraft designed solely for close air support. It is a simple, well armored, rugged aircraft, sized and powered for short field takeoff and landing.

Air Guard and Reserve

The Air Force continues to modernize its Air National Guard and Air Force Reserve in active support of the Total Force Policy. The Total Force Policy is designed to achieve more efficient utilization of military and related resources through a "shared responsibility" between active and Reserve forces and between the United States and its allies. In support of this policy, many of the current Guard and Reserve flying units are systematically converting to more modern aircraft.

During the past two years aircraft modernization has taken place in approximately one-third of the 92 Air National Guard and one-quarter of the Air Force Reserve flying units. In addition, new units have been activated and equipped with such aircraft as the F-105, F-106, and A-7. A large number of the Nation's air defense interceptors are manned by the Air National Guard.

Many people are familiar with the important contributions U.S. airpower made in the support of our Nation's objectives in World War II, the Berlin Airlift, and Korea. More recent examples are equally persuasive.

Linebacker II

When the Paris peace negotiations were deadlocked in December 1972, the President ordered the resumption of

bombing of selected North Vietnamese military targets. This operation, known as Linebacker II, saw as many as 400 U.S. aircraft over North Vietnam at one time. Air Force B-52s launched from Guam and Thailand provided most of the firepower.

The cooperation and coordination between the different Service elements in conducting this operation represent military professionalism, courage, dedication and skill at their best.

Following Linebacker II, the peace talks were resumed and a peace treaty was signed, U.S. prisoners of war were returned, and U.S. military involvement in Vietnam ended.

The Arab-Israeli Conflict

Another outstanding example of the effective use of airpower was the Air Force's participation in the recent strategic airlift resupply operations in the Middle East.

At a time when the Soviet Union was conducting a substantial Soviet air and sea resupply of the Arab states, the President decided that an appreciable American effort was needed to restore military balance in the area. In mid-October 1973, only 48 hours after the decision was made, the Air Force delivered more than 950 tons of supplies and equipment to Israel.

The resupply effort lasted about a month and involved 145 C-5 and 420 C-141 missions, delivering 22,500 tons of combat and support equipment to Israel.

Participating in the airlift were 1,853 Air Force Reserve aircrew members, 152 of whom actually flew to Israel. Twenty-four of the aircraft that landed there were flown by all Air Force Reserve crewmembers.

Volunteer

The military draft officially ended July 1, 1973, and immediately posed new challenges for the Air Force—although it was already an all-volunteer Service.

Working in virtually every town and city across the Nation, the Air Force's 1,900 recruiters enlisted more than

A U.S. Air Force recruit crawls through a 100-foot simulated minefield during basic training at Lackland Air Force Base, Texas.

An Air Force security policeman stands guard over combat-armed B-52 jet bomber aircraft on a snow-covered runway at Minot Air Force Base, North Dakota.

85,000 new recruits in 1973. The number of new enlistees with at least the educational equivalent of a high school diploma has increased and, since July 1973, the Air Force's high school graduate rate has averaged 94 percent.

Last year, the Air Force gave special emphasis to programs to recruit minority officers, women and health professionals. Seven minority officer procurement teams were established and one was assigned to each of the seven recruiting groups.

Air Force job opportunities also have been opened significantly for women. They can now serve in all but seven of the more than 190 Air Force job specialties. Plans also are underway to increase the number of women in the Air Force from the current figure of 20,000 to 48,000 by 1978.

People

The Air Force has always tried to stay one step ahead of potential aggressors in weapon systems and in research and technology. However, the Air Force recognizes that our national survival also depends upon people—and, in fact, sees people as its most important asset. Men and women serving in the Air Force are finding the scope of their responsibilities taking on even greater dimensions.

To help meet the tough social challenges posed by the difficult years ahead, the Air Force is allocating much time and effort in support of education, training, and other people-oriented programs.

The Air Force's Drug and Alcohol Abuse Prevention Program also helps rehabilitate and assist personnel to return to fulltime, unrestricted duty. Race relations education brings the different ethnic groups together and actively promotes harmony through a better understanding of people's differences as well as their similarities.

The Air Force's Equal Opportunity and Treatment Program guarantees all people equal and just treatment regardless of race, color, sex, religion or national origin. Also, the Air Force continues to emphasize good community relations by assisting civilians through its Community Services Program.

Education and training programs continue to take high priority. Last year the Community College of the Air Force (CCAF) moved into full operation. Employing innovative and sweeping educational concepts, the CCAF offers all Air Force active duty enlisted personnel a unique opportunity. They can now combine Air Force technical training or work experience with selected off-duty college courses to eventually earn a Career Education Certificate—a document certifying educational achievement similar to a 2-year occupationally-oriented associate degree.

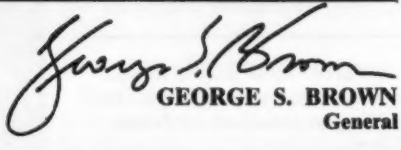
The combination of dedication, professionalism, training, and pride shared by all serving in the United States Air Force will help insure that the Air Force remains a vigilant, vital, and volunteer member of the Armed Forces team.

DEPARTMENT OF THE AIR FORCE

CHIEF OF STAFF

The annual observance of Armed Forces Day provides us with a dual opportunity as military professionals. As a group, this event affords us a special opportunity to increase our contact with the American people and to enhance public understanding of the need for a strong national defense posture. As individuals, our observance of Armed Forces Day should include personal rededication to the principles that traditionally have made military service a profession of honor and integrity.

Service and sacrifice by preceding generations of patriotic citizen-soldiers constitute the American military heritage. We must continue to earn the respect and support of our fellow citizens if we are to preserve the American way of life.



GEORGE S. BROWN
General

U.S. MARINE CORPS REPORT

During 1973, the Marine Corps emphasized its peacetime stock-in-trade, combat readiness. The respite from the rigors of full-time combat provided an excellent opportunity for revamping and trimming away excess fat, while still being ready to answer any call necessary to defend our Nation's principles.

Even with this emphasis, the Corps had many worldwide responsibilities during 1973. At the outset, aviation units were still involved in combat operations in Vietnam and Thailand. MAG-12 operated out of Bien Hoa Air Base north of Saigon until February when it completed a busy eight-month deployment. In August, MAG-15 departed from the Royal Thai Air Force Base at Nam Phong where it had been operating since mid-1972.

The readiness and adaptability of the Marine Corps was vividly demonstrated in February when Marine helicopters—for the first time ever—were called upon for minesweeping operations in North Vietnamese waters in support of the cease-fire agreement in Vietnam. The joint Navy and Marine Corps "End Sweep" operation involved some 5,000 sailors and Marines, 20 ships and 3 helicopter squadrons.

On the high seas, the Navy/Marine Corps amphibious team was as heavily committed as in any peacetime year with ground and air elements continually afloat in the Mediterranean and the Western Pacific.

And, six enlisted Marines did something no other Marines had done in 24 years. They set up operations in mainland China as security guards at the newly-established U. S. Liaison Office in Peking.

Domestic Moves

On the domestic side, several decisions were made in 1973 to better utilize women Marines. Probably the most far-reaching was the December removal of restrictions on distaff members commanding other than woman units. This was followed almost immediately by the assignment of Colonel Mary E. Bane to command a predominately male unit of 2,150 Marines at Camp Pendleton, California.

Earlier, several occupations were opened to women for the first time, including logistics to officers; motor transport, military police and corrections to all women; and utilities and musician specialties to enlisteds. By year's end, "The President's Own," the U. S. Marine Band, had three women members.

The Marine Corps also became a popular pastime for high school girls, with more than 1,500 enrolled in Junior Reserve Officer Training Corps (JROTC) at 20 schools across the Nation.

Two Marine officers really came in for some long-distance traveling. Lieutenant Colonel Gerald P. Carr commanded the Skylab IV record-breaking 85-day mis-

COMMANDANT OF THE MARINE CORPS

Armed Forces Day is traditionally set aside by Americans everywhere to salute those men and women who proudly wear the American uniform.

The survival of our country as a Nation of free men depends on the willingness and dedication of her citizens to defend the traditions and ideals articulated by our forebearers nearly two hundred years ago. Our freedom was not easily won nor can it be maintained without constant sacrifice and determination. Today, as in times past, our freedom is protected by those who have answered the call to arms.

Whatever demands the changing climate of our times may hold for our Nation, I am confident that each Marine, Sailor, Soldier, Airman, and Coast Guardsman will meet every challenge with competence, versatility, and with the high sense of purpose and devotion to duty that has earned the American fighting man the respect of our adversaries.

I join the American people in thanking you for your service and commend you for it.

R. E. Cushman, Jr.

R. E. CUSHMAN JR.
General

sion in space, while Major (now lieutenant colonel) Jack Lousma was the pilot of the 59-day Skylab III mission.

It was also a year in which the Corps continued to give high priority to ecology. Camp Lejeune, North Carolina, earned the Secretary of Defense Natural Resources Conservation Award; the air station at Kaneohe, Hawaii, won a Secretary of the Navy Environmental Protection Award; and Kaneohe, Camp Pendleton and San Diego, California, and Quantico, Virginia, received meritorious achievement certificates from the Defense Department.

Emphasis continued on the Corps' human relations program in 1973 with all Marines required to participate in a second 20-hour discussion and action training program. The Corps also named Mrs. Helena D. Lewis to the full-time post of Equal Employment Opportunity Coordinator, responsible to ensure success of the continuing effort to employ minorities and women, and to investigate any complaints of discrimination among civilian employees.

Marines also started getting their twice-monthly pay check by a new method during the year, as the Corps implemented the Joint Uniform Military Pay System (JUMPS). One big benefit of JUMPS to the individual Marine is a monthly computer print-out from which he can audit his own account.

And, while it wasn't an earth-shattering news story, the Corps made one move that was extremely popular with the junior enlisted troopers. Several hundred civilians were hired to replace Marines on mess duty at selected stateside bases.

New Equipment

Motor transport people started trucking in the "Gama Goat," in 1973. The "goat" is amphibious and can go in most terrain. It "swims," using wheels for propulsion and maneuvering. It's similar to a jeep-and-trailer arrangement, but the two units pitch and roll independently while maintaining maximum contact with the ground.

The Corps also decided to replace a 32-year-old "friend" dating back to World War II. A new back pack was adopted that's the latest thing in load-carrying equipment.

Marine instructors at major stateside bases gained a valuable "tool" during the year when installation of instructional television systems was completed.

The Marine Corps—strong on training—still develops a special Marine pride in its men. However, storming the beach as in World War II (right) may no longer be required because of the new general purpose amphibious assault ships being built. The first assault ship will be named Tarawa in honor of the Marines who died during the Pacific battle of WWII.

Also, the Corps' self-propelled 155mm howitzer was modernized, with an eight-foot longer tube, considerably increasing its range.

And, while it isn't exactly new, at least not this year, the Corps organized its third V/STOL squadron when the AV-8A Harrier was introduced to Cherry Point, North Carolina. The other two squadrons are based at Beaufort, South Carolina.

There was one event late in 1973 that had been eagerly awaited by the Navy/Marine Corps amphibious team. It was important enough for General Robert E. Cushman Jr., Commandant of the Marine Corps, to call it, ". . . the backbone of our amphibious forces for the rest of this century." He was referring to the first general purpose amphibious assault ship, the USS Tarawa, which was launched on December 1. This first of five of the largest, fastest and most versatile vessels in the history of amphibious warfare won't be delivered to the Fleet until 1975, but Marines are already eagerly planning its use.

Reorganization

Changes must be made in any organization to keep up with the times and the Corps is no exception. Headquarters Marine Corps was streamlined during the year, with the consolidation of several offices with overlapping duties and the elimination of others.

Enlisted recruiting stations also consolidated, moving from three individual functions—regular, Reserve air and Reserve ground—to all programs being offered under one roof.

Infantry units also came in for some modernization. One rifleman in each fireteam now has added responsibility of grenadier, armed with a 40mm grenade launcher. In the weapons platoon, the assault section now has three squads, each composed of a team for the new multishot flamethrower and the light antitank weapon (LAW). Additionally, the infantry battalion is going to get a surveillance and target acquisition platoon, consisting of a 17-man radar section and a 4-man night observation device section.

Training and More Training

Still, the keynote in 1973 was training, including many exercises designed to improve the Corps' capability of operating in "every clime and place." Operations ranged from Exercise Golden Dragon 73, a joint U. S. and Korean exercise in the rugged mountains of Korea, to Alkali Canyon in the desert of Southern California. Alkali Canyon additionally tested the "Total Force" capability of the Marine Corps as regular and Reserve forces were joined together as an effective fighting force. Pagasa I and II were conducted in the tropical climate of the Philippines and Deep Furrow, a joint North Atlantic Treaty Organization (NATO) exercise, was conducted in the arid climate of Turkey.

These highly successful exercises were the culmination of a year in which the Marine Corps reemphasized and improved upon its traditional role as "a force in readiness," maintaining its status as a vital part of America's security.

COMMANDERS DIGEST

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A Coast Guard boat crewman (above) watches a Coast Guard HH-3F helicopter drop dry chemicals on a burning 306-foot Liberian freighter in the Mississippi River. Coast Guardsmen work with civilian volunteers (right) to aid victims of the Missouri River flood last spring. Legislation signed in December 1973 now permits women to become members of the active Coast Guard (far right). Before the law women were restricted to Reserve duty.

U.S. COAST GUARD REPORT

The United States Coast Guard, smallest of the Nation's Armed Forces, ushered in the year 1974 with a "new look" and new legislation which now allows women to become active members of this small elite corps.

The new look is brought about by the recent adoption of new, distinctive uniforms for the Coast Guard. Gone will be the "Navy" type uniform which its members have worn since the beginning of the Service in 1790. Replacing the old uniform will be new single-breasted, Coast Guard blue outfits with officers and enlisted personnel wearing the same style.

The legislation which allows women to become regular members of the Coast Guard was signed into law by President Nixon on December 5, 1973. This marks a dramatic breakthrough for women in the Coast Guard. Until the law was signed, women were restricted to participation in the Reserve program only.

Though small in numbers (approximately 38,000), the Coast Guard has worldwide responsibilities. Coast Guardsmen can be found manning LORAN (long range aid to navigation) stations which stretch from the Far East, through the Arctic and to Europe. Others can be found in Marine Inspection Offices in such places as Singapore, London or Bremen.

Late in 1973, as part of its continuing modernization program, the Coast Guard launched the Free World's most powerful icebreaker. Christened POLAR STAR, the 12,000 ton ship's gas turbines develop 60,000 shaft horsepower to maintain a three knot speed through six feet of ice or break 21-foot thick ice by ramming. A sister ship, the Polar Sea, is under construction and scheduled to be launched in 1975.

Operations

Search and rescue (SAR) and environmental protection responsibilities keep Coast Guard ships, planes and stations on the alert around the clock throughout the country. In 1973, the Coast Guard SAR system consisted of 24 air stations operating 49 fixed wing and 110 rotary wing aircraft. There also were 144 shore stations from which 30 high endurance cutters, 23 medium endurance cutters, 79 patrol craft and some 650 small boats operated.

During the year, the Coast Guard responded to 64,000 calls for assistance, with most of the calls coming from recreational boaters. Approximately 4,000 deaths were prevented and more than 125,000 persons were otherwise assisted. Coast Guard search and rescue efforts saved property valued in excess of $230 million.

Flood Relief

In April 1973, Coast Guard Reservists were mobilized to assist in flood relief operations in the Midwest. It was the first peacetime mobilization of organized Coast Guard Reserve units.

The fight against pollution continued on a much wider scale in 1973 than in previous years. Federal laws require that all oil spills must be reported to the Coast Guard, which assesses a civil penalty in each case. Three teams of Coast Guardsmen, specially trained in oil pollution cleanup and prevention, are now strategically located on the Atlantic, Gulf and Pacific coasts, ready at a moment's notice to respond to natural disasters or accidents which may cause pollution. These strike teams have air transportable equipment developed by the Coast Guard to rapidly unload a tanker in distress or contain oil spilled in offshore areas.

Directly related to the protection of the marine environment are the vessel traffic systems the Coast Guard is establishing in major ports. Custom designed for each local area, the systems minimize the possibility of collisions by expediting the safe and efficient flow of marine commerce through congested ports and waterways. Vessel traffic systems are already in operation at San Francisco and Puget Sound. Another is under construction in the Houston-Galveston area, and plans are underway for additional systems for New York, New Orleans and Valdez, Alaska.

Boating Safety

In other areas of Coast Guard responsibility, almost 11 million persons visited Coast Guard boating safety exhibits and 102,705 persons attended safe boating lectures throughout the country. More than 4,900 radio and TV appearances were made by Coast Guard personnel for boating safety.

Protection of fisheries is the largest single area of Coast Guard activity under its laws and treaties enforcement program. In Alaskan waters, two vessels were seized for fishing in the contiguous fishing zone and fined a total of $320,000, while a third escaped seizure leaving behind 4,000 crab pots which were confiscated. Coast Guard authorities performed 175 boardings in 1973 and investigated approximately 40 reports of fishing gear conflicts with foreign vessels. To cope with expanded commercial fishing activities, and help prevent international conflicts, the Service made increasing use of its air arm. Helicopters working off the flight decks of 210-foot and 378-foot cutters enable the effective coverage of larger patrol areas.

Coast Guard officials participated in various bilateral and multilateral discussions and meetings on fisheries during 1973, including sessions with the Soviet Union and Poland and through the International Convention for Northwest Atlantic Fisheries (ICNAF).

The United States Coast Guard, the Nation's primary maritime law enforcement agency and the smallest of the Nation's Armed Forces, is proud to be a member of the United States defense team. In peacetime and in war, this unique Service serves its country in the true tradition of its forefathers who coined the Coast Guard motto, "Semper Paratus" . . . "Always Ready".

THE UNITED STATES COAST GUARD
COMMANDANT

Each year at this time we pause to honor the men and women of our Armed Forces. The United States Coast Guard, smallest of the five Armed Forces, is proud to share this honor and the responsibilities that are thrust upon our military Services.

The members of the Armed Forces, be they soldiers, sailors, or airmen, are ever mindful that peace comes to those who are willing to make sacrifices for their country.

Our volunteers, who continually demonstrate their respect for the principles and traditions of our proud heritage, are dedicated to the peaceful fulfillment of our American people.

More than ever before, our Servicemen and women can hold their heads high as they persist in their love for home, country and humanity so that man will be ever free.

C R Bender

C. R. BENDER
Admiral

U.S. GUARD, RESERVE REPORT

The primary objective of the Total Force Policy is to enhance national defense at minimal cost by improving Guard and Reserve forces management and readiness posture.

Changing national strategy for the decade of the 1970s created an increased interest in the readiness and capability of the National Guard and Reserve. As the Defense Department reduced the size of the active forces and attempted to cut costs of defense programs without decreasing the adequacy of our military capability, we placed increased reliance and dependance on the Guard and Reserve as a combat-ready part of the defense structure. At the present time, Reserve forces constitute approximately 30 percent of our defense configuration. One measure of emphasis which has been placed on the improvement of the Guard and Reserve readiness is the portion of the Defense budget which has been allocated to these components over the past six-year period. In Fiscal Year 1969, the $2.2 billion allocated to the Guard and Reserve program was approximately 2.7 percent of the DoD budget. By contrast, the 1974 budget contained $4.4 billion for the Guard and Reserve as their share of the total defense dollar rose to 5 percent.

In order to effectively appraise the status of the Guard and Reserve, it is necessary to examine each of the key elements of combat readiness: manning, equipping and training.

Manning

Preceding the termination of induction authority at the end of Fiscal Year 1973, draft calls were extremely low. This created an essentially "all volunteer" atmosphere by the middle of the fiscal year, which in turn, had considerable impact on the number of nonprior-service accessions during that period. By the end

of FY 1973, overall strength of the Selected Reserve was more than 58,000 below Congressionally mandated averages. Each Service intensified its recruiting efforts to meet manpower needs. The following table indicates the degree of achievement for each Service during the first half of FY 1974:

The improved recruiting efforts are now reversing downward trends in strengths, however, each Reserve component fell short of nonprior-service enlistment goals. Prior service personnel entering the Guard and Reserve during the past 18 months far exceeded the number which had been expected. Retention of enlisted personnel after their first six years of service has also increased markedly during the same time frame. During the same period, the number of blacks in the Guard and Reserve has increased over 131 percent and the number of women by 84 percent.

SELECTED RESERVE STRENGTH, January 31, 1974

	Actual Strength	Congressional Floor	Percent of Mandate Attained
ARNG	396,423	379,144	104.6
USAR	228,655	232,591	98.3
USNR	117,800	119,231	98.8
USMCR	32,273	39,735	81.2
ANG	92,870	92,291	100.6
USAFR	46,434	49,773	93.5
USCGR	11,434	11,300	101.2

Concern at the Congressional and DoD levels over the need for improved Guard/Reserve incentive resulted in the extension of unlimited exchange privileges to Selected Reservists on the day of their drill. That, combined with better training and other proposed benefits, has helped each component improve retention/reenlistment rates.

Success in manning the Guard and Reserve is considerably dependent upon favorable attitudes not only of prospective members but also of their employers, their families and the general public. The National Committee for Employer Support of the Guard and Reserve (formed during FY 1972) has effectively carried out a comprehensive program aimed at better public understanding and soliciting employer cooperation.

The Defense Department is looking to the leaders of the Guard and Reserve components, their unit commanders and their members to broaden their search for potential members, to impress on these people the opportunity for service which the Guard and Reserve provide to young Americans. DoD also is looking to the active forces as well as the Guard and Reserve leaders to make the activities and training programs of each and every unit interesting and productive of genuine and needed mobilization readiness.

Equipment and Modernization

Another important measure of emphasis which has been placed on improvement of Guard and Reserve combat readiness is the amount and quality of equipment available both for training and

Reservists board an Air Force aircraft enroute to a special training exercise (left). At top, an Army National Guard team prepares to fire a rocket launcher during summer training at Fort Irwin, California. Above, a Naval Reservist inspects a steam lab's reduction gear.

for the performance of mobilization missions.

During FY 1973 Army Reserve (USAR) and Army National Guard (ARNG) units received equipment issues totaling $682 million which resulted in a net inventory gain and increased the equipment inventory to 75 percent of the amount required for training. Most of the issues to the USAR were of mobility type equipment, such as wheeled vehicles and aircraft. The ARNG continued to receive modern equipment from new production and rebuild programs and 1,409 armored personnel carriers in "as is" condition from U.S. Army units in Europe. With the addition of tracked vehicles, self-propelled artillery, cargo trucks and M60 tanks, the ARNG readiness posture has improved considerably.

The Navy is continuing its efforts in modernization of its Naval Reserve Force. In FY 74, two modernized destroyers (DDs) have been added to the force, and 25 other modernized destroyers have replaced less fleet capable destroyers and destroyer escorts for a total destroyer strength of 37 ships. With Coastal/River Squadron One having been transferred to the Naval Reserve Force on July 1, 1973, 5 fast patrol boats (PTF), 8 medium SEAL support craft (MSSC) and miscellaneous combat craft have been added to the Naval Reserve inventory.

The Naval Reserve air program is being strengthened by the introduction of F-4 Phantoms replacing the F-8 Crusaders in one of the fighter squadrons.

DEPUTY ASSISTANT SECRETARY OF DEFENSE

(RESERVE AFFAIRS)

THEODORE C. MARRS

On the occasion of Armed Forces Day 1974, all Americans should recognize that our Nation's Armed Forces include not only the members of the active duty forces, but also their neighbors who participate in both the civilian and military worlds through membership and participation in the National Guard and Reserve. These Guardsmen and Reservists bear a greater responsibility today than ever before. National policy decrees that they, rather than draftees, will provide the initial and primary augmentation for the active Armed Forces in any future emergency. Under the Total Force Policy which now guides military planning, the role of the National Guard and Reserve will become more important in the future.

The concept of increased reliance on the Guard and Reserve to meet national security requirements is founded on the basis that, if Guard and Reserve units can be brought to a state of readiness which enables them to respond in a timely manner to mobilization needs, real economies can be realized in the structuring of the total Armed Forces. The Department of Defense does not conceive that this policy implies larger forces or smaller forces. Rather, our concept is that the development of genuine readiness in the Guard and Reserve will enable us to make adjustments in the total force structure—active, Guard and Reserve—which will produce a more effective and more economical defense establishment.

Much of the effort of the past several years has been directed to the task of improving the essential elements —manning, training, and equipping—which contribute to the production of better mobilization readiness. Readiness has improved, but there are still elements of the Guard and Reserve in which equipment limitations and manning difficulties have limited the degree of readiness which has been attained. Changing perceptions of military threats and of strategies to meet such threats also require a re-evaluation of the missions assigned to Guard and Reserve units to identify those which have marginal value under current military employment concepts.

The Department of Defense is now engaged in a comprehensive study of the future of the National Guard and Reserve in the Total Force. This study is concerned with identification of missions which can be eliminated without undue risk and those now performed by the active force which are appropriate for assignment to the Guard and Reserve. The study also is directed toward improving the management and readiness of the Guard and Reserve and determining their ability to perform assigned missions with the resources which can be made available in the future.

Decisions resulting from this study may result in a force which is larger and more ready or one which is smaller and more ready. In either case, the Total Force Policy is designed to produce Guard and Reserve forces on which greater reliance can be placed in the firm assurance that these forces will be ready, capable and responsive on a timely basis.

The Third Light Jet Attack Squadron completed transition to the A-7A aircraft in one of the Reserve attack carrier air wings (CVWRs). Three ASW land-based patrol squadrons have completed transition to P-2A aircraft and the fourth and fifth squadrons are transitioning to this modern aircraft.

A major restructuring of the surface program is being accomplished to more effectively meet the needs of the active force in any national emergency in consonance with the Total Force Policy. The new structure will contain a significant increase in mission capable, task performing recallable units. Complementing and concurrent with the implementation of this new structure is the establishment of a Naval Reserve Readiness Command system composed of a nationwide network of readiness commands, centers and facilities. Equipment such as ship operational trainers (SOTs) is being purchased during FY 74 to improve the readiness training for the surface program.

Marine Corps equipment is either in the hands of the Reserve units, in supply centers as prepositioned war reserve stocks, or has been funded.

Significant progress was made during FY 1973 in assuring that the Air Force Reserve would serve as a combat capable partner of the active Air Force upon mobilization. Mission and equipment conversions within the force continued to be extensive with the addition of the C-5 and HC-130 to the inventory, as well as the gain of more F-105 fighters, tactical airlift units, and C-141 associate airlift organizations. Equipage in the Air National Guard continued to improve as nine aircraft conversions were scheduled. Gains were made in F/RF-4s, F-104Ds, F-105D/Fs, F-106A/Bs, 0-2As, A-7Ds, and T-29s with reductions continuing in F-100Cs, F/RF-101s, F-106Bs, C-54s, C-121s, C-124s, C-47s, and U-3s. Newer missions resulted in increased vehicle authorizations, particularly in tactical control/communications type units.

The major acquisitions for the Coast Guard Reserve were for small boats and engines in FY 1973 at a cost of approximately $500,000, a nearly three-fold increase over FY 1972.

Training

The combination of combat serviceable equipment and the opportunity to put it to use has given new life to training programs. Instead of listening to lectures or looking at mockups, Guardsmen and Reservists now perform meaningful "hands-on" training in preparation for their mobilization missions. The resulting feeling of productivity is a positive factor in enhancing morale and creating an atmosphere which is conducive to better retention rates in all components.

Another training approach which appeals to Reserve personnel is the closer association of Guard and Reserve units and their active force counterparts. In addition to the employment of Selected Reserve units in special and joint exercises where they serve alongside active duty units of the same type, procedures have been developed which permit such association throughout the year and, in certain instances, into mobilization and deployment. In the Coast Guard, for example, a program wherein Reservists augment active operational units during drill periods evolved to maturity. During FY 1973 over 60 percent of available drill time was devoted to augmentation of the Regular Coast Guard.

Relationship

The relationship between the active Army and Reserve components has improved with the recent reorganization of the Army. Forces Command and Training and Doctrine Command have replaced Continental Army Command. Improved training for the Reserve components is inherent in the new organization. The three continental armies are oriented almost solely toward development of ready Army Guard and Reserve forces. Nine Army Readiness Regions have been created to provide support and assistance directly to Guard and Reserve units, thus establishing a shared responsibility between the active and Reserve components.

Annual training during FY 1973 was conducted utilizing training evaluations of all ARNG units by active Army evaluators to determine training readiness and effectiveness. Annual training for Army Reserve units was conducted at 146 military reservations and sites which again provided maximum opportunity for mission-type training.

Participation of the Naval Reserve in fleet exercises was increased during the fiscal year. The deployment of Naval Reserve fleet destroyers to the Mediterranean and the Pacific, and the patrol squadrons to Europe for surveillance duty are excellent examples of realistic operational training for improved combat readiness. For the first time, a full regiment with its two Reserve Naval Mobile Construction Battalions deployed outside Continental United States to Naval Station, Roosevelt Roads, Puerto Rico, for operational training while actually accomplishing fleet support construction projects.

The Marine Corps Reserve conducted 17 large-scale exercises during FY 1973, including amphibious landing exercises, battalion field exercises, artillery live firing exercises, participation in North Atlantic Treaty Organization (NATO) exercises, civil affairs training exercises, air and naval gunfire exercises, and a desert exercise. Marine aircraft groups of the 4th Marine Aircraft Wing provided air support for ground Reserve units during several of the exercises.

Training was conducted by Air Force Reserve flying units and their support elements in connection with operational requirements in military and tactical airlift, special operations, tactical fighter and aerospace rescue recovery programs, and airborne early warning and control. As a by-product, the training and operational activities of the Air Force Reserve during FY 73 produced for the active force tactical and military airlift, special operations and rescue capability, aeromedical crew support, augmentation of the active Air Force when needed, and assistance with emergencies.

The overall emphasis placed on the training of Air National Guard (ANG) units is evidenced by the increased combat ready status of the ANG despite limitations induced by conversion re-equipping and training. The ANG formal schools continued to supplement the Air Force school program and provided technical and professional training for a greater number of ANG personnel and others than in the preceding year. Acting through Tactical Air Command and U.S. Readiness Command, the ANG participated in six Joint Chiefs of Staff (JCS) coordinated exercises all over the world during FY 73. In addition to expanding participation in JCS exercises, ANG units participated in a variety of air shows, demonstrations, civic events,

Three Montana Air National Guard F-106 aircraft fly a mission over the Rocky Mountains near their home base at Great Falls, Montana. The three aircraft are from the 120th Fighter Interceptor Group.

and an increasing number of training activities with ARNG and active Army.

Community Service Programs

Each of the Reserve components has been active in support of Community Service Program goals.

The National Guard continued its involvement in programs of this nature, considering it second in importance only to actual readiness training. With top-level backing, National Guard units across the country moved out to serve their communities in the dual status of citizen-Guardsmen to help in domestic areas. Units were cited for hurricane disaster relief, environmental recycling programs, construction projects in support of Little League, Boy Scouts and a camp for diabetic children—to name but a few.

The Army Reserve community service programs were planned and accomplished at local levels and related specifically to recruiting and retention. As a measure of the effectiveness of these programs, it is worth noting that the Army Reserve earned the Silver Anvil Award of the Public Relations Society of America for community programs that served the dual purpose of enhancing the quality of America life while improving the recruiting and retention environment.

The Air Force Reserve encourages its people to work with local leaders and organizations to channel their mutual efforts toward overall community goals. Working with Federal and State public health officials, they administered rubella, measles and polio immunizations to 2,700 disadvantaged youngsters. Other efforts involved church reconstruction, environmental cleanup, support of Indian mission schools and the airlift of personnel and firefighting equipment to the sites of forest fires.

Naval Reservists distinguished themselves through a variety of community service programs. One such program exposed disadvantaged inner-city youths to positive environments; another involved beautification projects; others included assistance to schools for retarded children and participation in "work incentive programs."

The Marine Corps Reserve completed projects which included construction of recreation areas, ecology recycling, fire fighting, emergency snow removal and blood donation—to name a few.

Coast Guard Reservists sponsored a Boy Scout Explorer Post, conducted classes on home maintenance in conjunction with the Model Cities Agency, hosted a Christmas party for crippled children, assisted in flood relief and participated in oil-spill monitoring and cleanup missions.

In Future Years

In August 1973, Secretary of Defense James R. Schlesinger directed that a comprehensive study be undertaken to look into all aspects of the Guard and Reserve in the Total Force and to recommend actions which will improve the effectiveness of the Total Force in the future.

The overall objective of the study will be to enhance national defense at minimal cost by improving Guard and Reserve forces management and readiness posture. The end result should be a Total Force containing units of the active Armed Forces and the Selected Reserve which are essential to meet initial requirements of military contingencies and which can be further augmented through mobilization of additional Reserve elements and other manpower resources necessary to cope with extended operations. This application of the Total Force Policy will insure maximum effectiveness and economy in attaining national security objectives.

Conclusion

The Total Force Policy is a significant factor in the future security of our Nation. There are patriotic Americans in sufficient numbers to provide the manpower necessary to man the Total Force and keep it ready for future threats to freedom. When the Total Force Policy is understood and when its advantages are fully recognized by all the people of America—civilian and military—the Nation will respond and make Total Force not just a concept—not just a policy—but a reality.

This special copy of Commanders Digest replaces the annual Armed Forces Day Report previously published by the Department of Defense in support of Armed Forces Day celebrations by the Services. This Commanders Digest contains a summary of the current status of our military forces. Speakers and editors may quote freely from this Commanders Digest without crediting the Digest or the individual Service writers.

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